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Final Report

**Stakeholder Interviews
Concerning WisDOT Transportation Planning
Connections
2030**

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1.0 Introduction

1.1 Purpose of the Interviews

The stakeholder interviews were conducted as one of the first outreach activities of the 2030 planning process. The interviews were designed as a structured yet informal opportunity to obtain an initial assessment of key planning issues, perceptions and opinions from a select sample of key transportation opinion leaders through one-on-one interviews. These interviews were designed to:

- Assess the issues that need to be addressed in the planning process and the range of opinions that will come into play.
- Gather suggestions to maximize the effectiveness of the public involvement process.
- Establish a direct connection with key individuals and groups.
- Identify key issues, opportunities, and community concerns related to the 2030 Plan
- Identify additional groups and individuals that should be made aware of and/or involved in the public involvement process.
- Identify the best way to contact each interest group, and effective methods for encouraging their participation.

1.2 Process Overview

- Thirty-four interviews were conducted between September 9 and October 7, 2002 by Tries & Rice, a Milwaukee-based public affairs consulting firm.
- Each interview posed identical questions and lasted approximately 20-35 minutes.
- Interviewees were sent or faxed an introductory letter. Interviewees were promised anonymity with respect to their specific verbatim responses.

1.3 Interviewees

The pool of interviewees was selected to represent (1) a cross-section of opinion and perspectives among those familiar with transportation issues in Wisconsin; (2) the key interest groups/players expected to play a significant role in the planning process; (3) individuals who are considered particularly insightful and/or knowledgeable about the

process; and (4) individuals representing traditionally underrepresented populations.

While the interviewee list (included in Appendix B, page 35) certainly does not include all key decision-makers members throughout the state, the pool of interviewees was designed to provide a reasonably representative group of individuals who meet these criteria. As the first step in the public involvement process, the interviews do not represent the last or the most far-reaching participation activity. Many more groups and individuals will participate in and give input to the process in subsequent months of the planning process.

- Advocates for the Visually Impaired
- Airports
- Business Representatives
- Chambers of Commerce
- Economic Planning Organizations
- Education
- Environmental Justice Organizations
- Freight
- Local Government Associations
- Modal Interest Groups
- Native American Nation
- Planning Organizations
- Ports
- Rail
- State Elected Officials
- Tourism Industry
- Trade Associations
- Transit Authorities
- University Professors (with transportation expertise)

2.0 Summary, Findings & Recommendations

2.1 Overview of Results

Based on the input from the interviews, several key themes emerged in regard to the past and future planning processes, public participation in that process and the significant issues confronting transportation planning in Wisconsin:

Planning Efforts

- A majority (53%) of respondents rated WisDOT's past planning efforts as "Good" or Very Good". Most indicated that WisDOT's efforts have improved significantly and generally produce good plans.
- Most negative comments pertained to the implementation process. Respondents voiced concerns that plans were unlikely to be implemented for political or funding reasons.
- Respondents also indicated a desire for a closer link between economic, land use and transportation planning on local, statewide and regional levels.
- Respondents indicated a need for mid-range (5-10 year) planning horizon with specific, achievable goals.

Public Involvement

- Respondents have lauded WisDOT's efforts at public involvement, while indicating that they're not always effective. Most have indicated this may be more an indictment of the audience, rather than WisDOT.
- WisDOT should take a "big tent" approach in involving the public and stakeholders, but offer different levels of involvement for each.

Identifying Needs

- There is strong concurrence that future funding for projects, the emphasis upon highway/road construction and the need for regional cooperation are and will continue to be the top issues the department will need to address more effectively.

- Freeway capacity and condition was identified as the most serious problem facing our transportation system.
- Many respondents see the 2030 planning process as an opportunity to seek regional solutions and implement design alternatives which are multi-modal in nature.
- There is a relatively strong sense that certain modalities and interests receive significantly more attention and funding than others – the reason often attributed to the political effectiveness and lobbying skills of those interests.

Funding

- A majority of respondents believe funding is inadequate based on unmet need (both maintenance and expansion). The rest believe funding is adequate, based on level of taxation.
- Most all favor a continued reliance on user fees as the predominant funding method. Respondents are mixed on tapping general revenue funds, but recognize the magnitude of future needs will necessitate an examination of alternative funding sources and formulae.
- The highest priorities for future investments were: Highway / Road Improvement; Airport expansions/upgrades and Bus or van transit improvements.

2.2 Recommendations

The following are summary recommendations related to the process and procedure for the public involvement process. Recommendations on the substance of the planning process are outside the scope of this study.

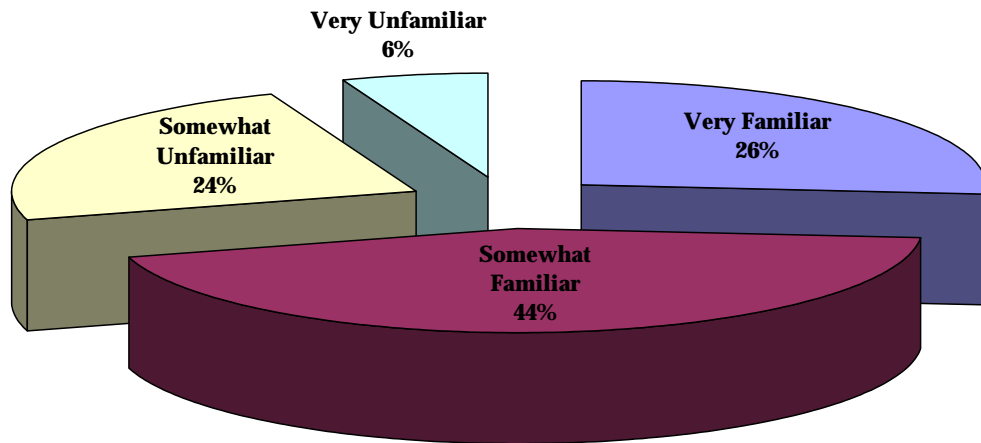
- Public information and outreach efforts should strive to provide the broadest possible spectrum of early involvement and avoid the appearance of granting undue attention to particular modes or interest groups.
- Technical intricacies associated with complex studies are often of less interest to the broad-based public than the process by which the design plan is arrived at. Accordingly, the public information

outreach should endeavor to assure that care is taken to communicate benefits and impacts in terms that can be easily understood.

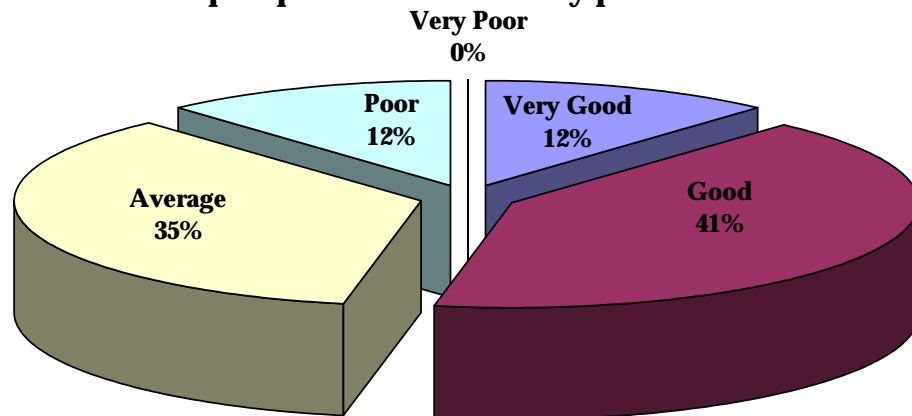
- Public involvement efforts should clearly outline the process for securing input and emphasize the way in which such input will be considered in the development of the plan.
- Care should also be taken to educate the public about both the plan elements and the implementation process. Among those whom WisDOT should involve are: local and state elected officials, association representatives and local planning organizations.
- Those who request information or choose to become involved in the public information process should be kept regularly informed through means such as internet / website information, public forums, direct mail and one-on-one contacts.

3.0 Evaluation of Past Planning Efforts

- 3.1** Each of the stakeholders interviewed was asked to identify their level of familiarity with the “purpose and content” of Wisconsin’s transportation plan. Nine (26%) considered themselves to be “very familiar”; 15 (44%) rated themselves to be “somewhat familiar”; eight (24%) indicated they were “somewhat unfamiliar”; and two (6%) indicated they were “very unfamiliar”.



- 3.2** Each of the interviewed stakeholders was asked to rate the state’s past performance in planning for Wisconsin’s future transportation needs. Four (12%) rated the past performance as “very good”; 14 (41%) ranked the performance as “good”; 12 (35%) rated the past planning as “average”; and four (12%) rated the prior performance as “poor”; no respondents rated past performance as “very poor.”



Stakeholders were asked to provide their reasoning for their given rating of the state's past planning effort. Their responses include the following:

Good / Very Good

- “[Planning] has improved because they’re trying to involve people. Roads are still the main focus, and they should be, but there is an understanding of the need for multimodal approaches to transportation.”
- “There have been significant corridor improvements.”
- “The Department has become more open to public participation and involvement from the public – there has been noticeably more outreach.”
- “The plans have resulted in a good quality system; highways have been well maintained.”
- “The Department has changed its methods to be more open to public participation and involvement from the public – there has been noticeably more outreach.”
- “There has been a real attempt to seek public participation. There is the temptation to just pay lip service; cook it up and think the technician knows best. It’s not like that at WisDOT.”

Average / Poor

- “The real issue is implementation. Things don’t materialize the way they’re planned.”
- “There hasn’t been effective comprehensive planning on regional levels (vs. statewide planning). There needs to be closer planning between economic planning and transportation planning. “
- “The efforts since Corridors 2020 have had far less energy and far less results.”
- “This is the first time Wisconsin has really asked us anything.”
- “You must be careful to balance the biases of the people involved.”
- “The road builder’s success and political clout has hindered some of the other programs the state deems important – because the clout of other modes has not materialized.”
- “WisDOT does a great job of planning and has a chance to do a good multimodal job. The execution is hindered by the politics of the situation.”
- “[WisDOT] has been poor in recognizing the terrific possibilities of economic generation from this area (northwest Wisconsin/Twin Cities)”

- “Average compared to efforts in other states which are more progressive . . . such as Minnesota, Oregon and North Carolina.”
- “I see dollars being spent on projects with small return on investment – for example the expense of wayside improvements and all the planning going on around rail – the state needs a sharper focus on needs and not wants.”
- “Planning fails to provide for pedestrian-friendly urban areas – we frequently run into inaccessible situations; the plans do not appear to have paid sufficient attention to the needs of the visually impaired.”
- “The traffic patterns and rate of development appear to be good. But I think that business could be thriving even more in the state if we were a little smarter about what roads we expand and how much.”
- “[DOT has] done a moderately good job on the big picture issues – planning for long-range transportation needs in terms of infrastructure. They’ve done a poor job in incorporating other transportation modes and dedicating the resources to develop those – and particularly public transportation, alternate transportation modes and accessibility.”
- “The department has to have a mid-plan horizon specifying things they’ll accomplish in 10-12 years. This is a key blueprint people need – both legislators and general public. People can’t relate to 2030.”
- “I don’t think the DOT is connecting with the right issues; there has been far too much emphasis on asphalt and highways to the detriment of transit.”

3.3 Each of the stakeholders was asked to identify fundamental problems they viewed as hindering efforts to meet the state’s transportation needs. Inadequate funding was mentioned most often and most emphatically as the fundamental problem. Inadequate coordination between different governmental units and ineffective coordination of land use and economic planning with transportation was also cited frequently:

- Inadequate / ineffective land use planning; inadequate land use controls.
- Inadequate funding; no vision/leadership to resolve funding crisis.
- Ineffective implementation of plans due to political, funding, special interest pressures.
- Over-politicization of the process (decisions driven by mode with most political clout).

- WisDOT doesn't adequately inform political leaders of needs.
- Problems of coordination - interfacing with MPOs – regional vs. county vs. local.
- The planning process is disjointed and lacking in overall coordination.
- Over emphasis on highways.
- Aging and failing infrastructure in Southeastern Wisconsin
- A lack of understanding and underestimation of the importance of intermodal freight transportation.
- A disproportionate percentage of resources spent on lower utilized modes of transportation.
- Lack of attention to the needs of pedestrians.
- Lack of streamlining of environmental review process.
- Failure to face capacity issues – lowering objectives and accepting more congestion.
- Unwillingness in society to accept unavoidable negative impacts.
- The geographic diversity of Wisconsin - areas outside urban have been overlooked.
- Identifying/compiling data on the real needs of real people, especially those with transit dependency.
- Waste and inefficiency.
- Paperwork logjam is burdening all projects, consuming valuable time and money.

4.0 Evaluating / Improving Public Outreach

- 4.1 Each of the stakeholders interviewed was asked to assess the quality of the state's public outreach efforts in transportation planning, using a scale of 1 (poor) to 10 (excellent). The average of all interviewed was 6.5. The frequency of each response was as follows:

	<i>Poor</i>			<i>--- quality ---</i>				<i>Excellent</i>			
<u>Quality of Public Outreach</u>	1	2	3	4	5	6	7	8	9	10	Avg.
	0	0	1	3	7	6	5	7	0	3	6.5

Among the reasons given for the ranking were the following:

Good

- “The state certainly goes through the motions, but I’m not sure how well received it is. I guess I’d say their efforts are above average but the overall effects are below.”
- “Good job. They go above and beyond.”
- “The public has been engaged – good efforts in our region”
- “They’ve been making progress in expanding the reach geographically; public meetings have been productive.”
- “My recent experience has been very good. We had a hearing here on Highway 41 expansion in 04-06. I’ve been to 3 public meetings. At the first a few of us raised some issues. The next time we met they had incorporated those changes/ concerns into the plan. That’s responsive!”
- “DOT does try very hard to involve the public, not just because of feds – they genuinely want to hear what the public has to say.”
- “DOT goes to great trouble, with some success, to give different publics input on the plan at various stages of the planning process.”
- “Regarding waterways, I’d say right now the DOT is doing a great job – this year I’ve seen a lot of outreach on our behalf – creating brochures, economic analyses, etc. Before I couldn’t have rated as high, but maybe that was us not asking.”
- “I feel the state is more receptive to reaching out to diverse audiences – but it has taken some doing and being aggressive in offering opinions.”

- “There is good communication through the media in our part of the state. I only have experience with meetings in the aviation sector – and they’ve been good.”
- “Generally pretty good communications, from a county association perspective the DOT staff keeps lines open.”
- “I see it out there – whether public hearings for big projects or on the agenda at local government meetings.”
- “They’ve tried hard. It’s really difficult at planning level because it’s so amorphous. People don’t become interested until it’s directly impacting them.”
- “They’re trying. There used to be many departments or groups of people that were very defensive and confrontational. I think they do a much better job of trying to understand where people are coming from and explaining the reasons they think it should be a particular way.”
- “Overall, there seems to be an effort to get out into the communities and get input – there’s more that could be done but given the resources, they do a good job”
- “They’re out there. They make a real effort to be inclusive. Can be unrewarding because they often get only negative participation.”

Problems / Suggested Improvements

- “They make an effort but I don’t know that it’s effective. I don’t think the public – it’s the public’s fault but it comes back to DOT – pays much attention to the planning effort until it falls in their backyard.”
- “There needs to be more public involvement. I think part of the problem is that the public is not very responsive. So I don’t put all the blame on the DOT and I don’t know what the answer is.”
- “And then there’s the squeaky wheel problem – a particular issue may be heard, but be heard out of proportion with the severity of the issue because the public hearing turnout is so small that a small issue becomes big.”
- “I don’t think they’re real visible to general populace. May not be for lack of effort. Public takes transportation for granted, like water and electricity.”
- “Regional offices have done an average job of providing generalized information on transit policies, plans, regional projects, rider impacts, generalized info on DOT policies – they’re available. But I can’t remember the last time a public liaison sent out inquiries

saying, ‘if you ever want to know about DOT policies give me a call and I’ll come and see you.’”

- “Planning is not coordinated with industries (trucking, construction, other stakeholders). It could be better organized if all the players worked together. The industries do a better job than the state.”
- “The Department has been too reactionary to special interests rather than being broadly inclusive. Take the Marquette Interchange. African-American community advocates had to go to the department and say they’re being left out of the process – their concerns weren’t being taken into account. Then you saw increased outreach and contact. But they should be involved from the beginning. The DOT shouldn’t react to a community being upset but go to them from the beginning.”
- “DOT doesn’t provide effective planning scenarios – often there’s only one realistic plan option. Also, you need to find ways of providing people the next level of detail on plans and allow them to pick-and-choose good elements among plans. And you must show outcomes. What is the real world impact of different choices? Otherwise policy debate focuses on issues that aren’t valid.”
- “There remains the prevailing view that highways are given a disproportionate amount of attention and that there is a bias in favor of expanded freeway systems.”
- “There is, at times, a lack of balance in the perspectives which are sought out.”
- “Sometimes, we are somewhat frustrated that the intent is there, but we don’t find out about something that really affects county government until after something that really affects us is already essentially done. Highway maintenance in the last budget is a good example.”
- “There needs to be more emphasis on the global view of the state system and not just the particular project that is important at that moment. We don’t always get that big picture.”
- “It would be helpful if projects were viewed as part of a master plan rather than piecemeal.”
- “DOT relies too much on special interests showing up. They should get more input from the average citizen.”
- “It’s tough to get people to spend time on this issue unless they are directly affected by a project – all the more reason why the general public needs to be heard – to avoid a plan that represents the views of narrow special interests.”

4.2 Stakeholders were asked to identify groups or individuals they believed were most important for the DOT to involve in updating the 2030 Plan. Their suggestions included the following:

- WisDOT should take a “big tent” approach – involve anyone and everyone who is interested.
- Most recommend talking to the general public (“let the lay people speak”). Among this group, some advocate creating opportunities to hear a representative sample of whole population. Others recommend targeting specific sub-groups.
- A few thought the general public could provide little of use in this conversation.
- State legislators
- Other state agencies (DNR, DOA, Tourism)
- Business organizations (esp., Chambers of Commerce and specific segments such as tourism, manufacturing, etc.)
- Planning organizations (MPOs, RPOs)
- Local governments (esp. county and city planners)
- Representatives of modes (through associations)
- Freight (both trucking and water) were highlighted more than once as underrepresented
- Visitor and tourism industry
- Orientation and mobility specialists
- Labor representatives
- Environmental organizations

4.3 Stakeholders were asked to identify public participation methods they’ve seen work particularly well. Overall, comments focused on the need to utilize a variety of techniques depending on the intended audience. Among the specific tactics suggested:

- New technologies
 - Informational websites
 - Chat groups / Listservs
 - CD-ROM distributions with interactive information
- Meetings
 - Forums / Public Hearings
 - Open houses where people can spend as much or as little time as they want
 - Breakfast meetings
 - Meetings with interested groups and WisDOT (both in-person and virtual)

- Direct mail
- Stakeholder interviews
- Focus groups
- Target specific representative individuals for written feedback
- “Utilize WisDOT personnel to serve as ‘evangelists’ for transportation system plans.”
- “Individual vehicles are less important than a system structured to use feedback and evaluate outcomes.”
- “Strengthen land use planning and use these organizations to secure public involvement in the process.”

4.4 Stakeholders were asked to identify groups that have been historically under-represented in the transportation planning process and ways to better reach them.

Respondents indicated a variety of populations as underrepresented, including minority populations, specific modes (freight, transit) and state industries (tourism, agriculture). While displaying an interest in newer technologies, there was also an understanding that this may not be the most appropriate method to reach many under-served populations.

- “The Internet and the electronic distribution of information is a real useful medium.”
- “Provide internet access to a database of proposed and current transportation projects so individuals could gain insights into what’s going on – a transportation planning forecast.”
- “Personal invitation should go out with an explanation of what presentations will be about and what content will be.”
- “For minority populations, notification in general newspaper is not enough. Rely more on radio and TV and ethnic station – radio can be very effective.”
- “Consider the use of targeted advisory committees (addressed to geographical and/or modal issues)”
- “Solicit involvement from groups that provide social services.”
- “Talk to the users; I’ve seen reliance on a freight survey for rail that was ten years old – a mediocre effort at that. Get to those who have practical experience in using the systems.”
- “Avoid over-attention to ‘squeaky-wheel’ activist groups, such as environmentalists.”
- “Find the people that have transportation dependency or have a first-hand understanding of their issues and bringing them into the dialogue. Statewide disability organizations, Wisconsin Coalition

for Advocacy, Wisconsin Coalition for Independent living Centers, Wisconsin Independent Living Council, Wisconsin Council on Developmental Disabilities, Survival Coalition.”

- “Environmental groups are NOT underrepresented.”
- “The bus industry has traditionally been given a ‘back seat’.”
- “Student populations (Junior/Senior High School) and their parents (they are 50% of some transit system ridership.)”
- “Seek out African American religious leaders and CBOs.”
- “Reach out to growing Hispanic population . . . consider bilingual communications. Electronic delivery may not be the most effective for this population.”
- “Would be nice, from our perspective, if historic interests and tourism was brought in earlier in the process.”
- “Network with trade associations.”
- “Its important to make an effort, but most people aren’t policy wonks, they aren’t interested in these details”
- “Transportation system is entrenched – it gets stuck in the status quo because people with advantages in the status quo are resistant to change.”

5.0 Identifying Fundamental Values and Future Needs

5.1 Stakeholders were asked to rate on a scale of 1 (low) to 5 (high) the importance of a list of potential priorities and values to guide the 2030 plan. The responses were as follows:

	<i>Low -- importance -- High</i>					
<u><i>State's Priorities & Values</i></u>	1	2	3	4	5	Avg.
Promote economic development	1	0	3	8	22	4.5
Minimize environmental impacts	0	2	16	7	9	3.7
Increase local public transit options	0	6	4	14	10	3.8
Reduce travel times	0	4	12	13	5	3.6
Increase inter-city rail options	1	9	8	9	5	3.3
Improve quality of life	1	1	8	10	14	4.0
Provide more transportation choices	0	7	7	12	8	3.6
Improve safety/security of transportation system	0	1	7	12	13	4.1
Preserve existing transportation system	2	1	11	7	13	3.8
Improve external relationships with transportation stakeholders	0	5	8	12	8	3.7
Maximize financial resources	0	1	5	9	19	4.4

5.2 Stakeholders were asked to rate how serious a problem or need a particular situation poses to Wisconsin's transportation system on a scale of 1 to 5, where 1 is "not a problem" and 5 is "a very serious problem". Their responses were as follows:

	<i>Not -- problem -- Serious</i>					
<u><i>Transportation Problem / Need</i></u>	1	2	3	4	5	Avg.
Freeway capacity and condition	2	4	8	14	6	3.5
Capacity and condition of other state highways	3	7	16	7	1	2.9
Capacity and condition of local and county roads	2	8	13	8	3	3.0
Adequacy of freight rail access for business	1	6	9	6	5	3.3
Adequacy of truck access for business	4	8	9	6	5	3.0
Adequacy of air transport for business	1	7	15	7	4	3.2
Availability of local public transit	1	10	5	9	8	3.4

5.3 Stakeholders were asked to identify the key trends or issues that should receive the highest priority from state planners over the next twenty-five years. The following is a representative list of the responses and comment offered:

Land Use

- “State needs to look at policies that will encourage density . . . Lots of transportation problems get solved with density.”
- “Use transportation development as a way to foster sound land use. The biggest problem in America is that we have more land than we need now – and we can use it inefficiently. That will not always be the case . . . Our factories keep getting built in brand new places because we make it so costly to do business in old places.”
- “Land use is also an issue. The state needs to be more proactive in dealing with setting appropriate land use policies. The DOT needs to work more closely with the Land Information System. More coordination between state and local levels – perhaps some carrots and sticks built into the system.”
- “Too much emphasis on urban sprawl and encouraging people to leave urban areas, by decreasing travel times by 5 – 7 minutes at obscene prices.”
- “Working with land use. Finding different patterns less dependent on the auto. Demo projects or provide design handbooks for local use. Oregon has a very innovative development model for local transportation systems – not dictating but providing a template and technical expertise on options / alternatives that are more land use friendly.”
- “Planning strategies which promote smart growth and encourage the development of downtowns with facilities and streets which are convenient and accommodating to pedestrians.”

Funding

- “Funding is one of the key issues. Right now we’re stuck in dual licensing and registration fees. We need to look at this. If transportation is driving economic development maybe that’s an area that needs to be involved in funding.”
- “How to live within the transportation budget.”
- “If there was a way to streamline the funding mechanism for municipalities, counties, private providers, they could maximize ability to provide transit needs . . . the current system has led to fragmented transit restricted by artificial geographic boundaries. If

there was a way for DOT to encourage through RFPs and planning to encourage regional cooperation there could be ways to address these problems without a lot more influx of public dollars.”

- “The dilution of the gas/registration fees for many uses is a significant problem.”
- “Our federal legislative lobby / congressional delegation don’t deliver the federal dollars in general, but particularly for transportation.”
- “Preserve funding through the gas tax.”
- “There’s a huge shortfall of money for the need.”
- “We don’t want to see all local transportation needs getting shifted to property tax – this is a big problem.”

Balancing Modes

- “How to balance the needs of all modes. Maybe there’s rail or air capacity that could take the pressure off highway construction.”
- “The state needs to make true and successful attempts at being totally multimodal, rather than emphasis in one area.”
- “Mobility. I detect even in your questions a tendency to view transportation mode-by-mode. They end up in competition with one another. We’ve got to stop thinking of modes and start thinking of mobility – mobility for people, goods, energy. There needs to be a seamless integration. Wisconsin is not doing a good job of this. We need to knit modes together – Milwaukee public transit with rail serving Chicago, etc. Or why don’t we get tractor trailers on flat cars for trips between Minneapolis. Do we need I90 and I94 to be all large tractor trailers?”
- “Interconnectivity is the key. Rail may be appropriate between cities with populations in excess of 1 million, but the plan needs a seamless way to connect the public to air and rail from more rural locales.”
- “Continue to provide more options for people. Not sure extensive rail will ever happen but pedestrian/bike travel is very positive. Expand transit options. Try to improve the modal split.”
- “It’s important there is a balance in the system. We’re for all modes. But if you look at the trends, local roads have not kept pace. The trend is similar with transit (although not quite as bad). Local systems and options are getting squeezed out.”
- “Move as far away from road building as possible. The infrastructure for that is already there. Either we keep expanding current highways or we find alternatives – that means public transit, rail, water – we need to find a better way – high speed ferry.

We need to maximize all modes because we can't just keep building wider roads."

- "The key is to connect the modes of transportation in thoughtful ways."

Highway / Roads

- "Expand existing transportation capacity – primarily streets and highways . . . improve highway access to areas showing economic development."
- "From a modal perspective the highway system is in serious need. The Southeast Wisconsin system must be the state's #1 priority."
- "Improve the existing backbone of our highway, interstate and non-interstate 4 way roads we have under construction. There's a lot of room for improvement on those."
- "I want to assure the continued dominance of highways as primary transportation mode."
- "Looking at East-West access across the state . . . Expanding 4 lane access."
- Highway infrastructure and how that'll be affected as current system deteriorates.
- "Please keep in mind that we are not a huge metropolis – the car is still king and the Department ought to do what is necessary to make auto travel throughout the region as safe and accommodating as possible."
- "You've got to keep updating highways, but in an environmentally sensitive way . . . Limited access highways that criss-cross the state."
- "Freeway capacity and condition – You see this in Milwaukee and in the Fox Valley (HWY 41 around Oshkosh is jammed every weekend in summer)."

Rail

- "Public transportation, rail, are not going to work until they're economically viable. And paying money for busses isn't going to make people ride them. We need to find ways that make them attractive modalities. And I don't think subsidies are the way to do it."
- "I think the discussion of light rail is a joke. It's not an economically viable modality."
- "High speed intercity rail has to have some priority. Certainly Milwaukee – Chicago corridor. I'd also say Milwaukee-Madison –

but the problem there is that you need to have stops in the suburbs to make that work. “

- “I think light rail needs to be looked at . . . I think several routes make sense – down to the Menomonee Valley – Miller Park – Potawatomi – Summerfest – Airport – downtown – you could get sufficient density. But if you’re forced to run a line down Fond du Lac Ave . . . it won’t work.”
- “Freight – especially intermodal and rail freight is critical. We need more coordination with surrounding states. Also coordination with surrounding states on passenger rail transport.”
- “Rail – I hope they don’t go overboard. I don’t see that working in Wisconsin.”
- “Rail System. This needs to be given a higher priority. Especially with the post-9/11 reaction to the air system . . . Not necessarily light rail or commuter, but a Milwaukee-Chicago connection is key.”

Other Modes

- “Travel on Mississippi – this is a real need for agricultural interests in western part of state. Some of the locks / barge traffic have very serious problems that need to be addressed.”
- “Continued development of the bike trail system – especially while rebuilding roads is important.”
- “Para-transit is the fastest growing cost transit systems are facing in Wisconsin. We have an extreme difficulty meeting those needs. And there’s some movement in the federal government that will make it even more of a burden. If they want transit to flourish . . . then they will have to do something with funding so it’s not up for grabs each year where local governments have to choose between funding parks, highways, etc. Service is mandated, there should also be mandated funding for that service.”

Corridors

- “We’ve got certain corridors that are going to need to be expanded. The plans must recognize the growth – Milwaukee-Chicago – we need options beyond freeways – full rail option integrated well with airports and local transit in Milwaukee, Racine, Kenosha.”
- “In Southeastern Wisconsin, we need to think ahead and ask ourselves what the Chicago-Milwaukee corridor will look like in 30 years and offer additional choices; we need to be part of the solution – commuter rail must be a part of the plan.”

- “Need to establish better transportation connection to Minneapolis and Chicago . . . Needs to be better discussion of Mitchell as O’Hare alternative . . . Best way to make this connection is rail.”

Maintenance

- “Maintenance of the current infrastructure – of the entire system, not just highways.”
- “Establish baseline program to renew and maintain existing transportation system. The case in Milwaukee is perfect. They should use this situation to adopt a “never again” policy of rebuilding all at once . . . They should make an effort to develop longer lived design/materials and stretch intervals of construction . . . They should be designed to be constructible, inspectable, repairable, rehabable, replaceable.”
- “As with all our infrastructure, we need to focus more on maintenance so they don’t deteriorate on us until it’s critical. This doesn’t have to be as political as it is. There are objective measures that can be used.”
- “Maintenance – we have a large system built over the last 50 years that needs huge maintenance.”
- “Identify local system needs – make sure that system is operations. And appropriate links into state system, backbone. We’re going to get to a point where we’ll deal more with maintenance and preservation vs. something new. We have to figure out how to do that first. We may not be able to continue with Majors project because of so much need of maintenance.”

Regional Approaches

- “We need to have stronger connections to other metropolises. We don’t have easy access to them.”
- “The idea of the Megalopolis. There is a little bit from Minnesota/St. Paul, but really from Chicago to Michigan and Chicago to Port Washington, including Dodge and Jefferson Counties is now the Midwest megalopolis. We are part of one single physical city of Chicago. This has tremendous impact for business, markets, etc. 30,000 people cross the Wisconsin/Illinois border daily for jobs. Kenosha’s largest employer is Abbott Labs in Illinois. There needs to be some recognition and understanding that there isn’t a giant wall at the state line – dealing with that is a planning basic. People have a problem relating to that. There is a wide psychological barrier where there is no physical barrier. There

is a tremendous downside if this is not recognized. The mobility problem in Milwaukee may affect it in a devastating way with the real economic development sweeping through Walworth and Racine and go right around Milwaukee. You're already seeing some of this with development west. Some of this WisDOT must deal with others aren't transportation issues. There is a megalopolis."

- "UltraRegionality. This is larger than 7 counties or 3 states. The importance going forward of regional states competing together in a global market. The Midwest Region states must work together. The area is roughly those active in the High Speed Rail Initiative, which has an incredible potential to knit this area together. I'd call it the Heartland Steel Belt – a giant area of agriculture, metal, food. Middle America has the economic potential to be a global competitor if states like Wisconsin recognize the need to work with neighbors."
- "Citizens don't function in completely local geographic areas any longer. Transportation needs to be looked at in more regional ways. Folks who live in very rural areas, if they have no access to personal transportation, but have needs that take them to regional areas they have no way to get there."
- "There needs to be an understanding that Chicago is one of the strongest financial markets in the world and we need to be connected to that, generally by rail . . . Minneapolis is one of the wealthiest cities – and we should also be connecting into. A connection between each is critical to development."

Economy

- "Partner with all stakeholders and find out what will raise the economic opportunity of all involved. Its important to make sure the state works closely with counties and municipalities and that the state is involving tourism."
- "The whole issue of the economy – the importance of a vibrant urban environment the region and the resulting quality of life."
- "Trend to move away from forklift economy to high tech economy will change the nexus of planning from highways to more local systems."
- "Continue economic development – efficiency of movement and quality of life issues."
- "We need to make sure routes providing for industry economy of state are there. Specifically, trucking routes and backbone system

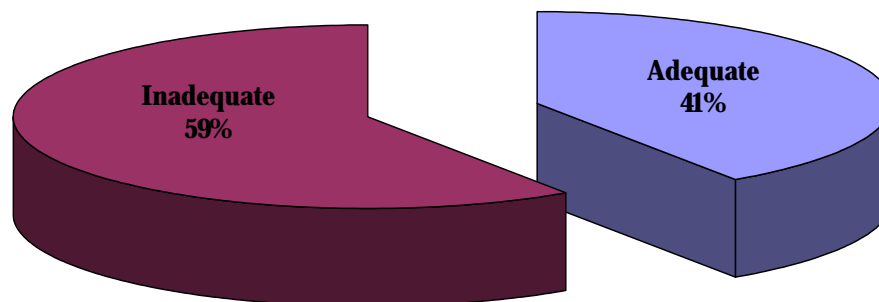
and tourism. That will help all industry, agriculture community, expand and grow.”

Other

- “Safety is a key issue.”
- “The Department needs to look at the escalating costs of projects, especially due to environmental regulations. There needs to be an analysis that weighs the value of potential environmental protection against the costs and expenditures required.”
- “You must consider demographic trends and the aging of Wisconsin’s population – we will need to consider a reduction in drivers and plan for design changes that offer more and different options of travel.”
- “Besides physical development of infrastructure we need a strong educational / PR component to make people more comfortable using different transportation modes . . . We need to understand the long-term forces at work – look at design of facilities, which plays a role in usage, look at ways to increase quality of life. For instance in Twin Cities when they rebuilt I49 and I35 they did it in a way that enhanced the community. Freeway design needs to fit the community.”
- “Demographics – the change in Milwaukee County will continue to make it even more minority dominated. There needs to be more focus on getting people to the jobs in the outlying communities.”
- “Continued increase in percentage of trucks on the roads . . . effective prioritization of needs/planning . . . changing distribution channels . . . speed and aggressive drivers.”

6.0 Transportation Funding

- 6.1 Stakeholders were asked to assess the adequacy of the current level of funding for transportation in Wisconsin. Nineteen (59%) respondents indicated funding was inadequate; thirteen (41%) respondents indicated funding was adequate.**



Respondents were provided an opportunity to elaborate on their reasoning:

Adequate

- “Based on results, funding seems adequate.”
- “I think we’re expanding the system in a sustainable way.”
- “I would not be in favor of additional funding for public transportation or other public modalities.”
- “Adequate. The amount of dollars flowing in, compared to other states in [the] region is high . . . We must utilize the funding we’ve got if there’s going to be a shortfall.”
- “Adequate. The level of taxation is proper.”
- “The Department has done a good job to date.”
- “With more revenue, I’d fear the political clout of some modes would lead to inequities and an imbalance in modes.”

Inadequate

- “We don’t have enough revenue to maintain what we have or add capacity.”
- “The southeast system is falling apart.”
- “We have no money for local roads, high-speed rail, commuter rail and many other modal needs.”
- “Local needs are great – state needs to help them explore options.”
- “Reductions in gas tax revenue will result in funding crisis.”

- “Long-term needs and the ability to finance those are out of balance; cost of building and maintaining system is going up much faster than sources of revenue.”
- “We have an outstanding highway system in the state but its getting old. DOT can’t fund its maintenance and development of other areas without cutting other areas.”
- “You must get transit off property tax . . . As long as property tax remains a significant contributor there will be inadequate resources.”
- “There is not enough money going for public transit.”
- “There are a number of major projects critical to the health of the economy that are unfunded in face of rapidly increasing passenger volume.”
- “Our system is better than surrounding states, but maintaining this requires greater funding.”

Inadequate or adequate, the primary issue is . . .

- “Balance of funded areas is of primary concern. MU [*sic*, Marquette Interchange] funding is inadequate because it’s unaffordable. But look at rail funding – there’s money available that isn’t spent.”
- “Balance is improperly skewed toward personal transportation solutions.”
- “State revenue is adequate; it’s really a question about how the dollars are currently being spent and whether we’re getting our fair share of federal funding.”

6.2 Stakeholders were asked to indicate how they believe transportation projects should be funded in the future on a scale of 1 to 10, with “1” being totally funded from General Purpose tax revenues and “10” being totally from the gas tax and other user fees. The average of all interview responses and the frequency of each response are as follows:

	<i>General Fund</i>					<i>-- Rev. Source --</i>					<i>User Fees</i>	
<u><i>Transportation Revenue Balance</i></u>	1	2	3	4	5	6	7	8	9	10	Avg.	
	1	0	0	0	5	2	8	5	3	7	7.5	

Stakeholders were asked to provide reasons why they chose a particular balance of revenue sources. In general respondents indicated the system should remain largely user fee based, but the growing need for additional revenue will force the state to tap general funds and/or develop additional sources of user fees. Several cautioned that tapping

general funds may be dangerous in the long run, as it may be difficult for transportation to compete with other general fund needs such as education:

Reasons for tapping some general funds

- “[Adding] general funds does help, because when it’s solely a user fee based system – each provider gets to look very narrowly at their interest. And there’s nobody out there to speak for those not paying fees. But not everyone out there using the modes is paying a fee. Bicyclists are a classic example. They take up valuable roadway and the automobile has to get out of the way and the bicycle isn’t paying their fair share . . . Everyone benefits from transportation so I think it’s legitimate to use general fund revenue.”
- “Truckers / automobile drivers should pay more than someone who drives 10 miles. But everyone benefits from the existence of a road network, so general funds are appropriate.”
- “I think we need to look at general funds as a source of transportation revenue . . . One of my concerns is that funds currently raised by transportation are going into the general fund for other purposes.”
- “Some modes of transportation – public transportation – must be subsidized by general fund.”
- “We’ve got to get away from total reliance on user fees – but if there are new general purpose revenues used, there ought be a direct relationship between those revenues and the economic development and prosperity that is the result of providing mobility for passengers and freight.”
- “We are asking gas tax/highway users to pay for rail, airports and ports, and are relying too heavily on gas tax and registration fees. Our needs are to build a more integrated system – that will require more than what that narrow stream can produce . . . Transportation has such a huge impact upon the economy that it requires an investment and commitment from a broader base (sales and income tax).”
- “Funding formulas need to be revamped across the board. There is a fundamental unfairness in the way the taxes on ethanol are used.”
- “Using general purpose revenues would increase efficiency. There is a large administrative cost associated with the collection and payment of gas tax and registration fees that would be reduced if it came out of the general fund.”

- “General revenue should be used on one condition – reforming sales tax to include services.”
- “Should be more balance in source of funds. I don’t have a problem with users paying fair share, but people who enjoy those benefits ought to require people we send to Madison to look at this as a public issue not just a user issue. I’d like to see general revenue dedicated to innovative ideas in transportation. There should be a wider commitment to transportation in general.”
- “There is a lot of value in a dedicated funding stream; but we need to enhance the available universe of funds and the general fund would seem to be the only one large enough to generate the funds needed.”
- “The closer to user fees you are the better, but down the road we need to look at some general fund, because there’s not quite enough you can get out of user fees.”
- “I think para-transit is one area that could move to general fund because that’s more of a social issue than regular transit or highway.”
- “Of course – if we provide safe ways for kids to get to school (bike/pedestrian) then that’s a general benefit. The health benefits are huge for bicycle use. So general funds are appropriate as well.”
- “There’s a lot of federal money – that alters the direct correlation with users anyway.”
- “We don’t want to drastically alter the whole system. But as taxpayers we benefit from better transportation in general, so I think that some general fund fees would be appropriate.”
- “The beneficiaries of transportation system go well beyond the immediate users of the system and there are many modes in which a state imposed user fee is not appropriate. It’s not feasible to expect [a] highway user to cover not only the cost of what he travels on but what people who don’t pay user fees use.”
- “System as a whole should be 8 or 9. A user fee based system is best. But transit should be closer to 5 or even 3 or 4 – it is and should be a kind of welfare system for the poor and general revenue could be used for this. With most user fees you’re paying for the facility, not the equipment (you’re getting gas, but you’ve already bought the car). With transit the public is paying for everything.”
- “The state needs to diversify its funding sources and that may involve some general revenue. But I don’t think they should dramatically alter funding sources without changing the core goals of the department.”

User Fees

- “I think it works well gasoline tax funded.”
- “Well I’d leave it at 10 because we raise similar revenue to other states and so we should manage to use that much. If the dial was moved, I’d see a real danger of increasing total funding.”
- “Users should pay for the system. People who don’t use it shouldn’t have to pay for it.”
- “If we take money from general revenue then we are not funding something else and we have to put money in that particular area to do the funding.”
- “I don’t think pure transit or highway should go to the general fund. I think the gas tax and registration fees are proper.”
- “The problem with general revenue is you put yourself into competition with things you can’t compete with – penal, courts, welfare, Medicare, EDUCATION. It’s shortsighted to tap the general fund. It may look attractive (although perhaps not with the current situation) but transportation can be well served by user fees. You need to make the case to users that reinvestment is important.”
- “My view is that we need to be more creative in considering user fees and target them more directly to the beneficiaries.”
- “We’re the 3rd highest tax state. We’ve got to move more to the middle. We’re not going to do that if we start tapping the general fund for transportation revenue.”
- “I hate to see taxes on cyclists but on the other hand, cyclists don’t have enough resources to have political power. If there was a bicycle user fee then there might be political power and something would get done.”
- “This is tough because we depend on general fund for other programs – and that’s tapped out already – so we’re going to have to come up with other transportation revenue sources and not transfer current funds. We’re an advocate for closing loopholes – there’s a few areas where some budgets – DNR, for example – have their finger in DOT budget. We’d like to see transportation revenue fund transportation.”

- 6.3 Stakeholders were asked to suggest alternative sources of funding. Several indicated they had no alternatives to suggest; a few cited specific taxes they would not want to see increased (registration fee, fuel tax); several others cited the difficulty of relying on the gas tax (increasing fuel efficiency, alternate fuels).**

The following is a list of suggested funding sources discussed:

- Wheel tax (municipal, county, regional or state).
- Sales tax, designate the following for transportation fund:
 - Transportation related sales tax
 - Sales tax on gasoline
 - Regional sales tax
 - Growth of sales tax in certain areas
 - Targeted taxes on hotel room stays, parking fees, etc.
- Additional public match dollars for local public transit.
- Registration fees
 - Increase motor vehicle fee (we're lowest in Midwest)
 - Introduce for trailers
- Reenact impact fee law for local communities and counties as a source of transportation funding (state passed impact fee law in '94, disallowed use for transportation in '96 or '97)
- General fund bonding for all state capital costs for public transportation.
- Fee for miles traveled (GPS-based); congestion pricing
- Increase fees for use in mass transit on a regional basis.
- Tolls
- Bicycle user fee
- Increase share of federal dollars.
- Shift burden to municipalities and counties.
- Move away from gas tax and other auto user fees for non-highway projects.
- Remove certain tax exemptions
- Establish transit authorities with taxing powers on a local level.

6.4 Stakeholders were asked to assign an investment priority to a series of transportation mode improvements on a scale of 1 (low) to 5 (high). Their responses were as follows:

	<i>Low -- Inv. Priority – High</i>					
<i>Transportation Mode Investment Priority</i>	1	2	3	4	5	Avg.
Highway / road improvements	1	2	8	11	12	3.9
Airport expansions / upgrades	1	1	16	8	8	3.6
Harbor / port improvements	1	8	13	8	1	3.0
High-speed inter-city passenger train service	4	8	10	6	5	3.0
Bicycle accommodations	3	10	14	5	2	2.8
Commuter rail service	5	4	8	12	4	3.2
Freight rail improvements	0	6	14	9	2	3.3
Bus or van transit improvements	0	4	14	11	5	3.5
Pedestrian accommodations	1	5	15	8	5	3.3

7.0 Appendix A: Survey Instrument

Stakeholder Interview Script

Evaluation of Planning Efforts – We will begin by asking a series of questions intended to gauge your perception of the state’s past planning efforts.

- 1) **How familiar would you say you are with the purpose and content of the state’s current Transportation Plan?**
 - a. ☐ Very Familiar
 - b. ☐ Somewhat Familiar
 - c. ☐ Somewhat Unfamiliar
 - d. ☐ Very Unfamiliar
 - e. ☐ Neutral / No Opinion

- 2) **Overall, how would you rate the state’s past transportation planning efforts?**
 - a. ☐ Very Good
 - b. ☐ Good
 - c. ☐ Average
 - d. ☐ Poor
 - e. ☐ Very Poor

Why?

- 3) **Can you identify any problems getting in the way of efforts to meet the state’s transportation needs?**

*If none/don’t know, probe: Could include things like lack of data, over or under emphasis on areas or modes of transportation, accuracy of demand forecasts, relationships of local and state planning organizations. [Note: Careful not to bias with probes]

Evaluating / Improving Public Outreach – We will now ask a few questions concerning the public outreach elements of the state’s transportation planning.

- 4) **On a scale of 1 to 10 (with 1 being poor and 10 being excellent), how would you rate the quality of public outreach in the state’s transportation planning?**

Why?

- 5) **What groups or individuals are most important for the DOT to involve in updating the 2030 Plan?**

- 6) **Are there any kinds of public participation methods you have seen work particularly well?**

- 7) **How might you suggest the state involve groups that have been historically under-represented in the transportation planning process? [These groups could include not just low-income or minority groups, but also freight transporters, taxi operators, environmental organizations, etc.] (Please describe who and how)**

Identifying Fundamental Values and Future Needs – We will now turn our attention to questions about the content of the state’s transportation planning – identifying the values and priorities that should be emphasized as the state plans for the future.

- 8) **I will read a series of potential transportation planning goals. Please rate their importance on a scale of 1 to 5 (1 is low, 5 is high):**

a.	Promote economic development	1 2 3 4 5	No Opinion
b.	Minimize environmental impacts	1 2 3 4 5	No Opinion
c.	Increase local public transit options	1 2 3 4 5	No Opinion
d.	Reduce travel times	1 2 3 4 5	No Opinion
e.	Increase inter-city rail options	1 2 3 4 5	No Opinion
f.	Improve (overall) quality of life (such as recognizing community character, community sensitive design coordinated land use planning, avoiding community separation, etc.)	1 2 3 4 5	No Opinion
g.	Provide more transportation choices	1 2 3 4 5	No Opinion
h.	Improve safety and security of transp. system	1 2 3 4 5	No Opinion
i.	Preserve the existing transportation system	1 2 3 4 5	No Opinion
j.	Improve external relationships with transportation stakeholders	1 2 3 4 5	No Opinion
k.	Maximize financial resources	1 2 3 4 5	No Opinion

- 9) **Please rank the following according to how serious a transportation problem or need you believe it poses to our transportation system. Rate from 1 to 5, where 1 is “not a problem” and 5 is a “very serious problem”.**

a.	Freeway capacity and condition	1 2 3 4 5	No Opinion
b.	Capacity and condition of other state highways	1 2 3 4 5	No Opinion
c.	Capacity and condition of local and county roads	1 2 3 4 5	No Opinion
d.	Adequacy of freight rail access for business	1 2 3 4 5	No Opinion
e.	Adequacy of truck access for businesses	1 2 3 4 5	No Opinion
f.	Adequacy of air transport for business	1 2 3 4 5	No Opinion
g.	Availability local public transit	1 2 3 4 5	No Opinion

- 10) What do you see as the key trends or issues that should receive the highest priority from the state over the next twenty-five years?**

*If none/don't know, probe: a trend might be specific corridors or modes, urban highway congestion, transportation – land use issues, addressing the needs of an aging population or perhaps you believe a priority should be placed on inter-city passenger rail or investments in maintaining aging infrastructure.

Transportation Funding – The next set of questions will focus on transportation funding.

- 11) Do you feel the current level of funding for transportation in Wisconsin is . . .**

- a. ____ Adequate
b. ____ Inadequate
(c. ____ Neutral / No Opinion)

Why?

- 12) Currently, nearly all state transportation revenue comes from sources such as the state gas tax and vehicle registration fees. No general fund tax revenue (that is sales tax or income tax revenues) is used to fund transportation in Wisconsin. On a scale of 1-10, please indicate how you believe future transportation projects should be funded, with “1” being totally funded from General Purpose tax revenues and “10” being totally from the gas tax and other user fees: ____**

Why?

Are there any alternative sources of funding you'd suggest?

- 13) What investment priority should the state assign to each of the following transportation mode improvements? Please rate each from 1 to 5 (with 1 being a low priority, and 5 being a high priority).**

- | | | |
|---|-----------|------------|
| a. Highway / Road Improvement | 1 2 3 4 5 | No Opinion |
| b. Airport expansions/upgrades | 1 2 3 4 5 | No Opinion |
| c. Harbor/port improvements | 1 2 3 4 5 | No Opinion |
| d. High speed intercity passenger train service | 1 2 3 4 5 | No Opinion |
| e. Bicycle accommodations | 1 2 3 4 5 | No Opinion |
| f. Commuter rail service | 1 2 3 4 5 | No Opinion |
| g. Freight rail improvements | 1 2 3 4 5 | No Opinion |
| h. Bus or van transit improvements | 1 2 3 4 5 | No Opinion |
| i. Pedestrian accommodations | 1 2 3 4 5 | No Opinion |

Wrap-Up

- 14) In addition to the topics covered in this interview, are there other transportation related problems, opportunities or solutions the state should**

consider? Do you have any other comments you'd like to bring to the attention of the state's transportation planners?

15) Thank you for your time and assistance.

Would you like to be mailed a copy of the results of these interviews?

[] YES

[] NO

Would you like to be kept informed about future developments in the DOT's long-range planning efforts?

[] YES If Yes, How: [] Email: _____ [] Mail

[] NO

8.0 Appendix B: Interview Respondents

<u>Mode</u>	<u>Group</u>	<u>Name</u>	<u>Organization</u>
Air	Airport	Barry Bateman	Gen Mitchell International Airport
All	Economic	Peter W. Beitzel	Metro Milwaukee Association of Commerce
Air	Interest Group	Bruce Botterman	Wisconsin Aviation Trades Assn.
All	Jobs	Tom Brahms	Institute of Transportation Engineers
Transit	Commuter	F.H. Brewer III	SC Johnson & Son, Incorporated
	Rail/Industry		
All	Chamber	Glenn Brill	Fond du Lac County Convention & Visitors Bureau
All	Env. Justice	Larisa Dezayas	Badger Association of the Blind
All	Interest Group	Carol Godiksen	American Council of Engineering Companies of Wisconsin (ACEC WI)
Rail	Industry	Sam Gratz	Wisconsin Railroad Committee
Port	Port	Dean Haen	Brown Co. Port & Solid Waste Dept.
All	Government	Ed Huck	Wisconsin Alliance of Cities
All	Chamber	Nancy Jones	Green Bay Area CVB
Transit	Inter-City Bus	Ted Jadd	Central Greyhound Lines
All	Planning	Harlan Kiesow	East Central Wisconsin RPC
All	Planning	Connie Kozlak	MET Council
Transit	Transit	Thomas Kujawa	Milwaukee County Transit System
Local Roads	Planning/local roads	Don Kush	West Central Wisconsin RPC
All	Environmental Justice	Kenneth F. Little	Former President, Milwaukee Urban League
All	Planning	Dave Mack	Marathon Co. Planning Department
Freight	Industry	John Malchine	Badger State Ethanol
All	Economic	Guy T. Mascari	Milwaukee County Research Park Corp.
All	Real Estate	Debra Mickelson	Urban Land Interests
All	Chamber	Doug Neilson	Greater Milwaukee
All	Government	Alison Bussler	Wisconsin Counties Association
All	Education	Brian Ohm	UW - Madison
All	Education	David Schultz	Infrastructure Technology Institute
Bike/Pedestrian	Interest Group	Richard Schwinn	Bike Federation of Wisconsin
Transit	Transit	Greg Seubert	Wausau Area Transit System
Transit	E&D	Tim Sheehan	Center for Independent Living for Western Wisconsin
All	Government	Jeff Stone	Wisconsin State Assembly
All	Environmental Justice	Troy Swallow	Ho-Chunk Nation
Freight	Interest Group	John Varda	Wisconsin Manufacturers & Commerce
All	Interest Group	Tom Walker	Wisconsin Transportation Builders Assn.
All	Interest Group	Bill Wendle	Wisconsin Builders Association

9.0 Appendix C: Additional Comments

9.1 Stakeholders were asked if they had any additional feedback to provide DOT planners. Their responses follow:

- “There needs to be better regional access to/from employment centers.”
- “It is critically importance to do a good job of defining what each mode can and can’t do and how they fit into an integrated system. People want to see that in terms of trade-offs, not either/or - these options should complement and support each other.”
- “There is a real need for closer planning connection between economic development and transportation planning. While these discussions are occurring at the local level, DOT should help it move from rigid statewide perspective to regional perspective.”
- “I’d highlight: preserving system, internal workings of Dept to make it more efficient (addressing how they do things, not just what they do); connecting regional trade centers (rather than improving all state, they’re focusing on regional centers and the modes within them); inform and involve all effected stakeholders.”
- “Consider additional opportunities for tourism-related signage while controlling billboard proliferation.”
- “I appreciate being asked for my input - I also suggest there be opportunities to have the voice of my interest group heard as a whole.”
- “A wide range of pedestrian interests need to be heard, including visually-impaired.”
- “It’s great you’re keeping the communication lines open.”
- “The state should try to be more innovative. They should look at other parts of the country, other countries, even Canada and examine why other transportation modes are thriving.”
- “Make sure that in the planning process we think big picture. Don’t be so limited in the initial stages because of funding / political pressures that you don’t look at alternatives.”
- “Please consider providing usage data that gauges the cost/benefit of investments in the different mode improvements – show the cost per passenger or mile traveled so decisions can be made based upon where we get the biggest bang for the buck.”
- “Moving ahead we need to look at mass transit, and para-transit, just because it’s a small part we can’t overlook it. And we need to find ways to get around the fragmented system.”

- “The DOT is doing a better job of planning and involving the public; as more and more people are involved, the Department will have more complete viewpoints and, accordingly, a better plan.”
- “It’s unclear where the vision is as far as an integrated transportation system for Wisconsin is concerned – the most important element is to get a plan that works for Wisconsin – fitting elements together to deliver a system that gives good access for as many people as possible.”
- “Planning must be done at high altitude. And look at regional solutions – the state needs to be more dictatorial and say ‘this is what needs to be done.’”
- “Overall the technical groups and professionals do a remarkable job . . . I respect them. My concern is with the legislature and the frustration that causes for planners.”
- “Consider networking and partnerships with private industry to combine with state and federal funding to fund projects. Work with airlines, railroads, tourism industry, etc. to find new revenue sources and different funding mechanisms than user fees.”
- “Land use will be increasingly important. Think about ways to tailor highways to use less land.”